

ADMINISTRATIVE - INTERNAL USE ONLY

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31 July 1972

MEMORANDUM FOR THE RECORD

SUBJECT: PMMP Process and Annual Personnel Review

1. This afternoon the Director of Personnel briefed ExDir-Compt on the status of the PMMP process and his tentative thinking on a system for implementing an annual review of personnel effectiveness. Also present at the meeting were the DDS, DD/Pers/P&C and the undersigned.

2. Mr. Fisher indicated PMMP procedures and scheduling dates were ready to be put into effect subject to approval by the ExDir-Compt. The D/Pers introduced the proposed Annual Activities Review as a means of meeting the ExDir-Compt's request that evaluative data be developed and improvements be initiated in several personnel areas, some of which the ExDir-Compt had specifically mentioned. The D/Pers noted that the review would entail the initial collection of information, within OP and the component personnel shops, on how and what the career services are doing in a wide range of personnel functions. Feedback information would then be given to the career services and Directorates; successful experiences would be shared; and personnel program objectives would be formulated for application in the Agency whenever appropriate, as a means of increasing program effectiveness.

3. Mr. Fisher stated the goals of PMMP and the goals of the Personnel Activities Review were different and could best be accomplished by separate processes. The ExDir-Compt agreed, acknowledging it is immaterial whether his objectives and desired coverage are added to the PMMP or achieved in some other form.

4. Rather than relying upon personnel people to do all of the evaluations, the ExDir-Compt emphasized the importance of involving the entire command structure as much as possible. By way of illustration the ExDir-Compt suggested the use of statistical charts on the wall is a good way for an executive to show his managers how they comparatively fared in performance, as well as a way of eliciting explanations why some performance is better than others. He stressed that those with poorer performance are thus stimulated to find the way of doing better. At no time did he deny the desirability of collecting information about career service activities or rule out the proposal of D/Pers to collect such information at the lower levels and subsequently share it at the Deputy

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Director level with suggested actions they might take. The ExDir-Compt saw the D/Pers' role as similar to the D/PPB's role (in processing the Program Call and the budget). He specifically said the D/Pers should be the D/PPB's counterpart in the area of Agency personnel management, and both should work closely together.

5. Time frames for handling the various aspects of an annual program review were discussed. The ExDir-Compt said a personnel planning and review program might take as much as three years to become fully effective, in terms of identifying and meeting objectives sought at all levels of command. He felt the Director of Personnel was in the best position to judge the exact time for completing the annual personnel review but thought the spring or prior to the beginning of the fiscal year would be ideal.

6. The DDS expressed some reservation about the desirability of having personnel officers elicit information throughout the Agency, if this were done in lieu of actively involving Office Heads and the Deputies in the process. He said it would be beneficial, however, to have a check-off of other elements which basically relate to personnel program effectiveness at the same time of the personnel planning review.

7. The following appear to be the principal considerations governing future actions in implementing the PMMP and annual personnel review:

a. The ExDir-Compt evidenced his interest in proceeding with PMMP, and he will read the papers that were left with him on the procedural steps to be taken.

b. First and foremost the ExDir-Compt wants to establish an annual manpower planning review that details in advance prospective levels of EOD's, separations, retirements, promotions, reassignments, average grade factors, EEO considerations, et al. At the same time, he wants these elements (mostly now contained in the Staffing Profile) to be supplemented by statistical and other data, including goals, which will enable the command levels to foresee the possible consequences of their actions and possible means of improvement. Procedurally, he wants the D/Pers to provide the forms and guidances in an integrated personnel planning effort to Office Heads and career services, just as the D/PPB does in the program and budget exercises. He then expects the operating officials to do the work and thinking process necessary to formulate their annual personnel planning levels and goals and to transmit their plans up through the regular channels for review and approval by the Deputy Directors, as now happens in the program and budget process. (The involvement or role of the D/Pers at this latter point was not made explicit.)


c. The ExDir-Compt is also interested in other actions designed to improve phases of personnel management that are not immediately related to the manpower and budget cycle.

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d. He is extremely interested in goal setting as a means of involving all command levels and increasing program effectiveness. He sees the utilization of comparative statistics as one way of precipitating corrective action. He also recognizes the advantages of OP collecting information in order to establish personnel goals, after analysis of the data, and thinks it would be a worthwhile effort, provided the process is not a substitute for his main focus; i.e., an annual manpower planning review within the Offices and the Directorates.

8. It would appear appropriate to expand the Staffing Profile as an accepted vehicle for accomplishing the annual manpower planning review desired by the ExDir-Compt, specifically by considering each element of the Staffing Profile in terms of supplemental data to be developed, problem areas, effectiveness goals, and reviews to take place. Secondly, we should re-examine the Personnel Activities Review proposal to select those issues with the greatest potential for increased effectiveness. We could then start in a few career services, perhaps in the Support area, and use them as pilots in our program to develop information on what career services are doing and how they could improve their effectiveness in daily management.



Chief, Plans Staff

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